

CA20N
ED 15
-62R22



ONTARIO

Government
Publications

REGIONAL DEVELOPMENT

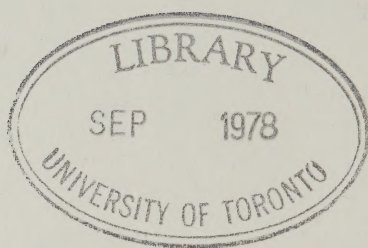
and how it works for
Ontario Municipalities



Government
Publications

CAS 4N
ED 15
-62R22





what is regional development?

Regional Development, very simply put, is a partnership between three agencies concerned with Ontario's economic growth.

The three partners are the government of the province, local municipal governments, and public-spirited local groups and individuals.

To this regional development program the provincial government, through its Department of Economics and Development, contributes a liaison staff and up to \$15,000 per year to match the sums raised for each Development Association by local governments, agencies and individuals. The provincial industrial development offices abroad and at home work with and through these regional associations.

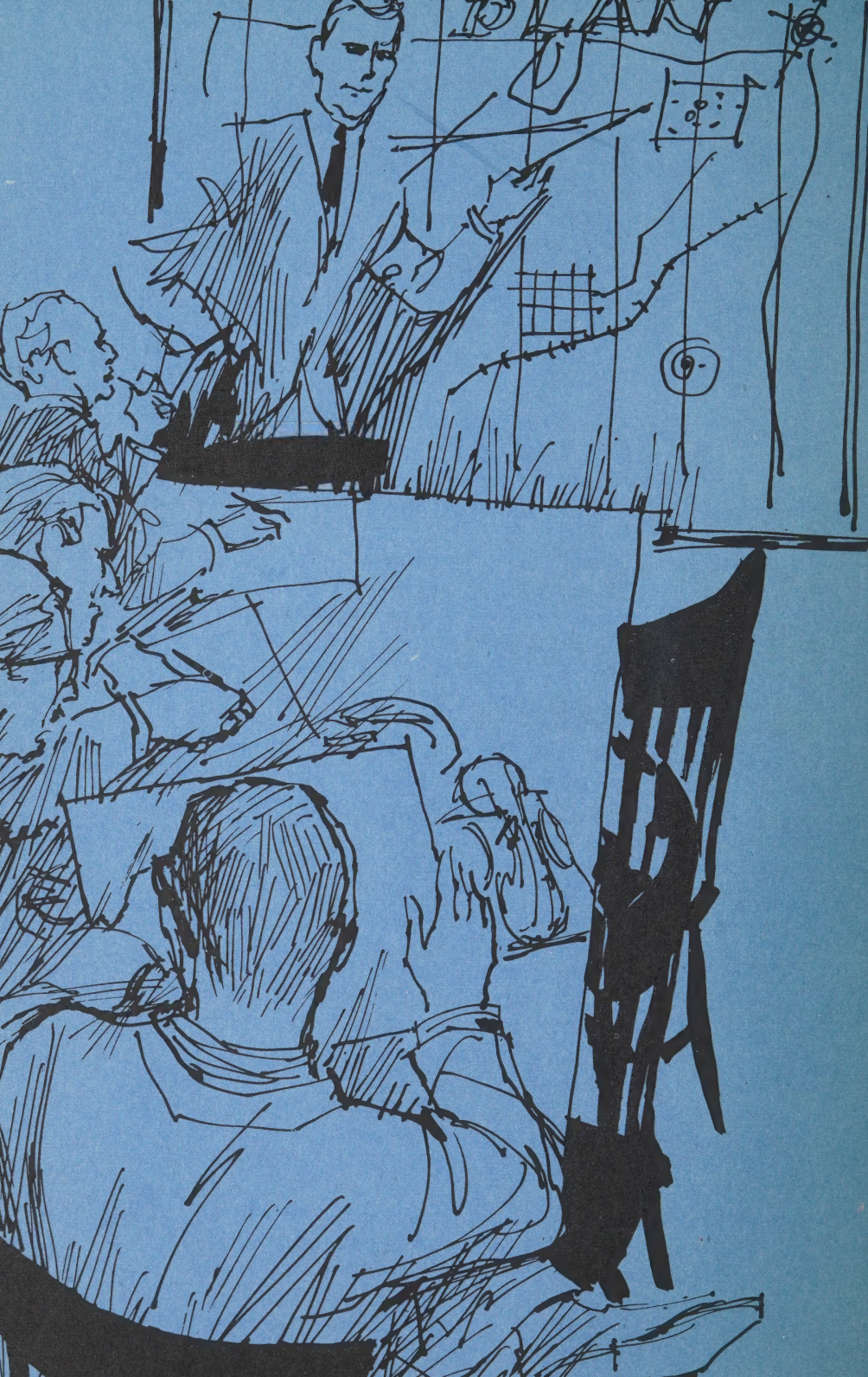
Local governments, investing up to 10c per capita per annum on behalf of their residents, and associate members, whose annual fees vary from region to region, provide the volume of the associations' budgets.

Each Development Association is an individual corporation, electing its own directors, making its own policy decisions, determining how its funds and its staff can best serve the planned growth of its own region.

The provincial government elects to the boards of each Association only one director. While the provincial offices and staff offer full consultation and cooperation, initiative for action lies at the local level. Policies can be made to fit local problems and solutions locally found.

The Government of Ontario believes in this type of regional development organization and its departments are using it because it represents a working democratic partnership suited to the times.

Local development serves the local citizen best when it takes into account regional development and harmonizes with it. Today more than ever before, the township, the village, the town, city, county and district are economic partners. What each does affects the other. We live in regional economic neighbourhoods and this is not a theory; it is a fact.



In initiating and financially supporting regional development through legislation, the Government of Ontario in the 10 Development Associations has officially recognized both the real need for, and the great potential benefits which stem from this Provincial-Municipal partnership.

Just as important, however, it recognizes the essential role to be played in this relatively new phase of regionally-planned economic growth by dedicated individual citizens, recruited locally, whose compensation is the very real satisfaction gained in the service of their fellow-men.

what type of program is possible?

Regional Development has horizons as broad as the vision of the people of Ontario but as local as necessary.

Co-operation is the keynote of success.

Economic, municipal, recreational, agricultural and other problems vary greatly between regions. A successful program is one that most soundly meets the unique needs of its distinct region.

Projects are decided by the boards of directors of each Association.

Rural and the urban municipalities each contribute to the overall economic development of the regions.

Some of the areas appropriate to regional study and action are:

- Tourism
- Industrial Promotion
- County and Regional Publicity
- Agricultural Problems
- Regional Research
- Community Planning
- Conservation
- Parks



when did it start?

At Ottawa in June 1954 a meeting was jointly organized by the then Eastern Ontario Associated Boards of Trade and Chambers of Commerce and the Ontario Government.

This meeting was attended by the Premier of Ontario and seven Cabinet Ministers representing the Departments of Agriculture, Education, Highways, Lands and Forests, Mines, Planning and Development, and Travel and Publicity.

As a result the first Regional Development Association was formed—the Eastern Ontario Development Association.

For the purpose of the program the Province was initially divided into nine economic regions to correspond with the economic regions used by the Ontario Department of Economics and the Dominion Bureau of Statistics for statistical purposes.

Subsequently, the Southwestern region of Ontario was divided into two now known as Lake Erie and Lake St. Clair regions, making a total of ten Economic Regions.

how is it financed?

Basic financing is the responsibility of participating municipalities who contribute on a per capita basis.

The Ontario Government provides a matching contribution up to a maximum of \$15,000 per annum.

The per capita rate is determined by the board of directors of each Association and is subject to change by the Board.

Per capita contribution varies up to 10c per capita with some Associations placing maximums of \$1,500 to \$2,500 per member municipality.

Associate Memberships:

In many of the Development Associations provision is made by by-law to solicit and receive grants from interested organizations and industries who would like to contribute financially to the work of the Development Association.

The policy governing associate membership varies from region to region at the discretion of the Board of Directors.

what does a municipality or individual get out of regionalism?

A municipality or an individual can expect to "get out of it" only in proportion to the effort "put into it."

Participation is voluntary and the individuals serve without pay.

The only salaried employees are the general manager and his staff, all of whom are hired by the board of directors.

No municipality should expect to contribute funds and, as a result of this contribution, immediately expect to receive a new industry or such other similar benefit.

Regional Development is a long-range, never-ending program. Benefits may come today, tomorrow, or three years from now—but only if municipalities back up their financial contribution with personal effort, seeing that their contribution of money is augmented by contributions of their time, talent and resources.


```
graph TD; RDA[REGIONAL DEVELOPMENT ASSOCIATION] --> M[MUNICIPALITIES]; RDA --> IC[INTERESTED CITIZENS]; RDA --> DECD[DEPARTMENT OF ECONOMICS AND DEVELOPMENT]; M --> EP([ELECTED PRESIDENT]); IC --> EP; DECD --> EP; EP --> FVP[FIRST VICE-PRESIDENT]; EP --> SVP[SECOND VICE-PRESIDENT]; FVP --> DR[DIRECTORS REPRESENTING ALL ZONES & SECTORS]; SVP --> DR; DR --> GM[GENERAL MANAGER OFFICE STAFF];
```

**REGIONAL
DEVELOPMENT ASSOCIATION**

MUNICIPALITIES

**INTERESTED
CITIZENS**

**DEPARTMENT
OF
ECONOMICS
AND
DEVELOPMENT**

**ELECTED
PRESIDENT**

**FIRST
VICE-PRESIDENT**

**SECOND
VICE-PRESIDENT**

**DIRECTORS REPRESENTING
ALL ZONES & SECTORS**

**ZONE
1**

**ZONE
2**

**ZONE
3**

**ZONE
4**

**ZONE
5**

**GENERAL MANAGER
OFFICE STAFF**

This is a "self help" program.

Regional Development is a tool which municipalities, banded together, can use to build a healthier economy in their region. All communities prosper if their surrounding areas prosper.

No particular municipality by reason of size can dominate policy unless the lack of interest and apathy of the other participating municipalities permit it.

who manages the program?

The participating Municipalities themselves manage the Regional Association.

1. The Regional Development Association draws up its own governing By-Laws and is incorporated under the Ontario Corporations' Act.
2. The affairs of the Association are directed by a Board of Directors consisting of a President, two Vice-Presidents and a number of Directors sufficient to represent all sections within the region.

The Board is composed of representatives from the Zones. These are sub-units of the Regional Association working within individual Counties and electing their own regional representatives from members appointed to the zone unit by the participating municipalities.

Usually one half of the Directors are elected Municipal representatives, and the other half are citizens whose experience is valuable to the organization.

NOTE: This procedure will vary in accordance with the requirements of an individual region.

A representative from the Department of Economics and Development is a member of the Board of Directors for the purpose of liaison; in this way the Government is kept fully informed on all phases of operations and achievements.

3. The President is elected for a term not exceeding two years, and the Directors are usually replaced on a rotating basis so that new ideas and new initiative will be constantly introduced into the program.
4. The Association appoints a full-time General Manager and other staff as required.
5. The Board of Directors meets each month in regular session



at which time the General Manager presents a full financial and operation report.

6. For ease of operation each Region is divided into three to seven Zones, depending on the geographic area of the region.

Zone Organization

With most regional associations the participating municipalities in each zone appoint two representatives to the zone organization—one of whom shall be an elected member of council or a council appointee.

The other member is an individual who, by reason of specialized knowledge or leadership in the community, can make a contribution to regional development.

Each zone organization annually elects from among their membership a Chairman and Vice-Chairman and appoints a zone secretary who is not necessarily a member of the zone organization. However, the above procedures may vary in individual associations.

Zone organizations meet in regular session at least six times each year with zone executive meetings encouraged in the intervals.

From zones come the projects and ideas for consideration and action at the Board of Directors' level.

does it duplicate other programs already in operation?

NO—it definitely is not designed to be a duplication.

All the facets of programming are designed to assist but not to duplicate existing programs, either municipal, regional, provincial or federal.

Planning and promoting in regional economic neighbourhoods is sound because it keeps municipalities working together where co-operation, not competition, is needed.

The idea of economic regions does not in any way restrict the role of local Government; rather it permits it to work more effectively across a broader area.

Regional programs are merely co-ordinated municipal programs.



LOG
CABIN
1840

A sound Provincial program is one based on an assembly of regional programs.

Most problems of government and growth today go beyond municipal boundaries and can be solved on a regional basis,

e.g. Highways

Waterways

Public Utilities

Parks

Conservation

Community Planning

etc.

some of the programs now being undertaken by development associations

The list is long and varied, but a few examples are outlined below.

INDUSTRIAL—The Development Associations are promoting the very important Industrial sector of our economy.

Annual Industrial surveys of municipalities are made, and from these a Regional Brochure is published to furnish authentic information for Industrialists who are contemplating new plant locations in Ontario.

RESEARCH—Some Associations are now publishing a trade directory listing: products, manufacturer, and all vital statistics of the Industrial and Commercial economy of the region.

Associations co-operate with local Municipal Industrial Commissioners in aiding firms interested in exporting, manufacturing arrangements under license agreements, sales missions, etc.

Some regional managers make periodic trips to foreign countries in order to publicize the advantages of plant facilities, markets, etc., in their respective regions.

TOURISM — Without exception, all Associations are actively engaged in some phase of the development of the Tourist Trade in their respective regions.

This is done by publishing Tourist Maps, exhibiting Tourist Booths at Sportsmen's Shows in U.S.A. and Canada, Press, Radio, T.V., etc.

This publicity campaign is carried on in co-operation with local Tourist Councils within regions.

AGRICULTURE — In the broad sense of the term "INDUSTRY", the agricultural resources of Ontario occupy a very important position in the economical and industrial development in all regions of the province.

Regional Development Associations appoint an Agriculture committee, usually at both Zone and Board of Directors' levels. These committees work in close liaison with the Department of Agriculture, local agriculture representatives, Agricultural Rehabilitation and Development Agency and other groups for the improvement of all types of farm production, processing and marketing. Several briefs, prepared by very capable committee members, have been submitted to Government authorities recommending suitable action and covering such areas as Land Use Surveys, recommendations for legislation for problems peculiar to farm production, tree farms for marginal land and other conditions which today confront our agricultural population.

EDUCATION — One established Regional Development Association conducted a survey of skills used by local industries in the region, and found in many cases that higher qualifications were required than those supplied by Vocational School. In view of this, the information was passed on to the Department of Education with a request that a Technical Institute be established for the regional area.

FINANCIAL — Several Regional Development Associations conducted surveys on the need for a Regional Development Fund to provide capital for sound job-producing projects for which funds are not readily available through normal lending institutions. In one instance, aid was given in the organization of a Regional Trust Company to provide local mortgage money not otherwise available.

INDUSTRIAL SURVEYS — All Regional Development Associations work in close liaison with the Municipal Branch of the Department of Economics and Development to provide industrial surveys for municipalities that request this

service. They also assist local planning committees in the organization of Industrial Commissions.

PLANNING — Regional Development Associations encourage land use planning in co-operation with the Community Planning Branch of the Department of Municipal Affairs in those communities not yet organized, and the broadening of planning areas in the communities where Planning Boards exist.

CONSERVATION — All Associations work in close liaison with Regional Conservation authorities to provide adequate Parks and Playgrounds for citizens of each region.

how often do meetings take place?

1. Boards of Directors

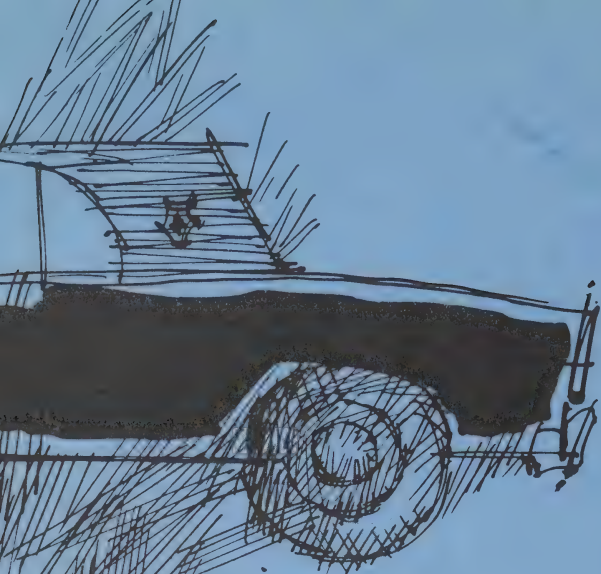
The Boards of Directors usually meet monthly.

Special meetings and the frequency of board meetings is dependent upon the distance and transportation costs in each individual region.

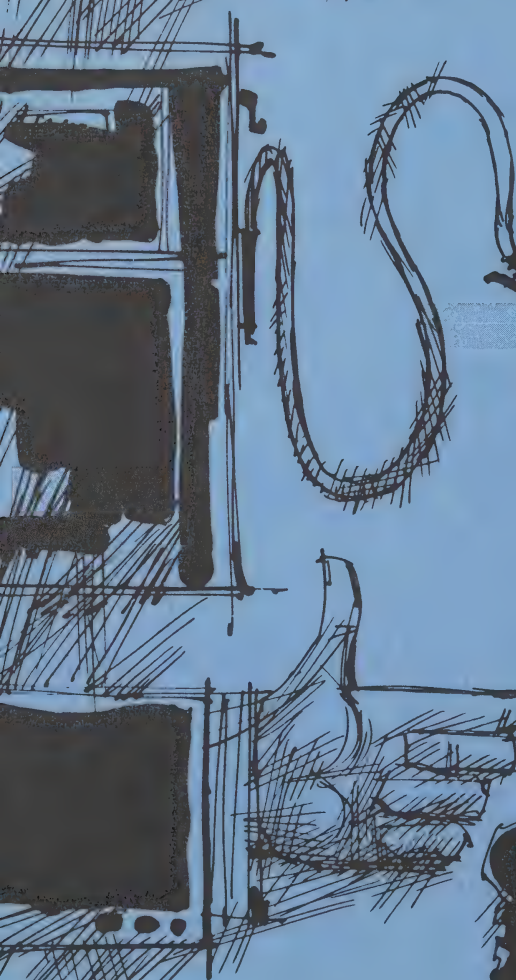
2. Zone Meetings

Meetings at zone level are at the discretion of the individual Association.

Normally, Zone meetings are held somewhat less frequently than Board Meetings. Some zones carry a heavier work load than others, and meetings are in direct proportion to the number of projects initiated at zone level. An annual meeting for the purpose of electing officers is held in each zone.



a development
association
is a vehicle only...



...the money
is gas...



but somebody
has to gas up
& decide where
they want to go!!

how can an individual citizen help?

If you as an individual citizen have the public interest at heart, and have ideas to contribute, you can certainly help.

Zone organizations are in constant need of public support by citizens of each community to further the regional concept. Meetings are open to the public.

Participation is voluntary and unpaid.

As a citizen, contact your local council to obtain the detailed information on zone meetings and representation.

is there a place for women?

Very definitely:—

It is not restricted to men.

Any individual who has the public interest at heart is welcomed to participate at zone level. From the zones come the representatives to the Board of Directors.

Some of the most industrious participants in Development Associations are women.

where are the headquarters?

The office quarters of an Association are placed in a municipality, the location of which is determined by the Board of Directors.

The choice of headquarters is made after all factors have been considered—that is, geography, services and rents, among others.

The fact that the municipality is or is not a participating member does not necessarily determine the location of the headquarters.

what is the ontario regional development council?

In 1958 the Ontario Regional Development Council was formed by the existing Development Associations.

This Council consists of two officers from each region—the General Managers to attend in an advisory capacity.

The purpose of this council is to co-ordinate the policy of the various Regional Development Associations so that the aims and purposes of each Association will be in harmony with the overall effort to provide a healthy economy in the Province of Ontario.

It is an advisory and liaison body to and with the Department of Economics and Development and Government generally.

A representative of Government attends on invitation only.

Finances of the council are paid from the funds of the participating Regional Development Associations.

At present two meetings per year are held at a time and place designated by the Development Council.

A President is elected by the delegates on an annual basis.

DEPARTMENT OF ECONOMICS AND DEVELOPMENT

454 University Avenue
TORONTO

Hon. S. J. Randall
Minister

S. W. Clarkson
Deputy Minister

Regional Development Division

454 University Avenue
TORONTO
365-4245

A. H. LeMasurier
Chief Co-ordinator

FOR FURTHER INFORMATION CONTACT
THE GENERAL MANAGERS OF THE ASSOCIATIONS

HARRY D. CALLAN

Eastern Ontario Development Association
864 Lady Ellen Place, Ottawa 3
729-7985

ALEXANDER PHILLIPS

Northwestern Ontario Development Association
Room 208, News-Chronicle Bldg.
Port Arthur
344-6111

W. NEVILLE KEEFE

Georgian Bay Development Association
Municipal Building
P.O. Box 190, Midland
526-2632

DONALD W. KINGDON

Lake Ontario Development Association
Clapper Bldg., 263½ George St.
Peterborough
742-5986

WILLIAM H. C. MARSH

Northeastern Ontario Development Association
447 Main Street East
North Bay
472-1410

J. RICHARDS

Niagara Regional Development Association
Box 69, Grimsby
945-2404

Mid-Western Ontario Development Association
258 Ontario Street, Stratford 271-6780

Lake Erie Regional Development Association
91 John Street S. Aylmer, Ontario

St. Clair Regional Development Association

382 Wellington St. W. Chatham, Ontario